



DEPARTMENT OF CORRECTIONS YOUTH COMMUNITY CORRECTIONS BUREAU POLICY

Policy No.: YCC 1.4.1	Subject: STAFF DEVELOPMENT AND TRAINING
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Section 4: Training and Staff Development	
Applicable ACA Standards: 2-7010, 2-7017, 2-7019, 2-7024, 2-7027, 2-7048, 2-7049, 2-7049-1, 2-7050, 2-7051, 2-7052, 2-7053, 2-7054, 2-7055, 2-7056, 2-7057, 2-7058, 2-7127, 3-JCRF-1D-01, 3-JCRF-1D-02, 3-JCRF-1D-03, 3-JCRF-1D-04, 3-JCRD-1D-05, 3-JCRF-1D-06, 3-JCRF-1D-07, 3-JCRF-1D-08, 3-JCRF-1D-09, 3-JCRF-1D-10, 3-JCRF-1D-11, 3-JCRF-1D-12, 3-JCRF-1D-13	Revision Date: 01-09-06, 11-06-06, 11-23-07, 10-10-08, 01-06-09, 02-17-10, 01-11-11
Signature: /s/ Karen Duncan	
Signature: /s/ Cindy McKenzie	Effective Date: 12-31-02

I. POLICY:

It is the policy of the Department of Corrections and Youth Community Corrections (YCC) that all staff will receive appropriate training in order to successfully perform their duties and responsibilities in the workplace and for the purpose of enhancing the formulation and evaluation of organizational policies, rules, and regulations. YCC will maintain a training plan, which will promote the professional development and efficient job performance of each YCC employee. YCC and the Department will ensure that accurate documentation is maintained on all training that is successfully completed by YCC bureau employees. All training programs and policy will reflect the mission and policy of the Department and be evaluated annually to assure quality training is offered throughout the bureau. The bureau annually assesses personnel needs and plans for recruitment, training, and staff development. This policy will be reviewed annually and updated as needed.

II. APPLICABILITY:

All YCC facilities and programs.

III. DEFINITIONS:

Administrator - the official, regardless of local title (administrator, warden, superintendent), ultimately responsible for the division, facility or program operation and management.

Basic Training – a structured training program that provides initial knowledge and skills, e.g., Juvenile Correction/Detention Officer Basic, Correction/Detention Officer Basic, Adult Probation & Parole Basic.

Competency – a job-related task that can be observed and measured.

Competency Based Training – training that has as its objective the mastery of a job-related task.

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Conferences – conventions or seminars presented by experts in a given field that provide an opportunity for staff to assimilate new information and network with professional colleagues.

Contact Staff – staff who have frequent youth contact as a normal function of their jobs, to include, but not limited to: administrators; correctional officers; work supervisors; juvenile parole officers; aftercare coordinators; and staff working in offices where youth may be assigned full-time work.

Continuing Education – courses or seminars that allow staff to earn continuing education units (CEUs) that may be required by state regulatory boards for renewal of licensure or certification.

Department Annual Training Plan – a Department-wide training plan that identifies mandatory or special training based upon various training needs assessments, state or federal law, settlement agreements, and Department policy.

Department Annual Training Report – a summary of the Department’s annual training activities including orientation, basic, in-service, and professional training that details the extent to which training policy requirements are met.

Distance Education – learning and teaching that occurs when the student and teacher are not necessarily at the same location or interacting at the same time.

Division Annual Training Plan – the Division’s annual training plans that are based on a training needs assessment to identify site-specific needs.

Division Annual Training Report – a summary of each bureau’s annual training activities including orientation, basic, in-service, and professional training that detail the extent to which training policy requirements are met

Emergency Training – training staff on their roles and responsibilities in preventing, responding to, and resolving emergencies.

Independent Study – assigned or approved individual study opportunities, i.e., correspondence courses, reading material, audio/video tapes, and web-based training.

Individual Employee Training Plan – a training plan designed to meet Department and/or the individual employee’s performance objectives and training needs.

Informal Training – includes independent study such as completion of assigned or approved reading material, and audio/video tapes. Independent study must have prior approval of the supervisor and be documented by the supervisor prior to entry into the training record.

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In-service Training – training to develop or maintain minimum job competencies on techniques or topics such as: first aid, first aid refresher, Non-Violent Crisis Intervention (NVC), NVC refresher, sexual harassment, sexual misconduct, and OJT program.

Intermediate Weapons – the application of any weapon or object, which is not part of the human body, to control resistance or assault, and may include: restraints, chemical or inflammatory agents such as CS, CN or OC, impact weapons such as collapsible batons, riot batons, riot shields, and conductive energy devices (tasers/stun guns),. Youth Community Corrections do not use chemical or inflammatory agents, impact weapons, or conductive energy devices.

Mandatory Training – training that is required or specifically designated by the Division Administrator to be completed during any given training year.

New Employee Orientation – position, site-specific, or on-the-job training for newly hired employees that includes, but is not limited to, review of Department and program purposes, goals, policies, and procedures.

Non-Contact Staff – staff members who do not have frequent and continuous contact with youth as a normal function of their job performance; e.g., staff in administrative offices.

On-The-Job Training Program (OJT) – a training program in which newly hired correctional officers, and juvenile parole officers are teamed up with, and trained by, experienced formally-trained staff.

Part-time, Contracted Staff, and Volunteers – staff members who work for the Department less than 40 hours per week, contract with the Department to provide a service, or provide services through a volunteer or intern program.

Performance-oriented Training – training that tests an employee's ability to perform specific tasks and meet set standards to successfully complete the training.

POST – refers to Public Safety Officer Standards and Training Council that determines public safety officer qualifications, certification, and basic training requirements.

Professional Training – training courses, which typically extend over a period of time, designed to increase knowledge and skills above minimum job competencies, e.g., motivational interviewing, instructor development, staff supervision, Imagine 21, psychCME broadcasts, NIC (National Institute of Corrections) broadcasts, and CLN (Correctional Learning Network) broadcasts. Professional training courses generally qualify for Continuing Education Units (CEUs).

Program – any youth correctional facility or community-based program operated under Department jurisdiction or contract.

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Program Training Specialists – staff who manages the program training functions.

Qualified Instructor – an employee who has successfully completed an instructor development course or an equivalent program and has met additional specialty instructor or curriculum orientation training as necessary.

SABHRS Training Records System – the computer-based data system used specifically for tracking and reporting employee training.

Seminar – typically a single day educational conference or discussion focused on a specific topic.

Specialized Training – training that requires staff to maintain necessary knowledge and skills and demonstrate their technical competencies on a predetermined basis.

Specialty Instructor Training – training to qualify instructors to deliver training in specialty areas, such as first aid, CPR, and defensive tactics.

Staff Development and Training Bureau – provides course curriculum development, training, technical assistance, and training records management for the Department.

Standing Training Committee – a committee composed of the program training specialists and the Staff Development and Training Bureau staff.

Subject Matter Expert – a staff member who is recognized as having expertise in specific subject areas.

Supplemental Training – training that is not reflected in the Department's annual training plan, which usually does not occur at the worksite and is generally taken at the discretion of the individual employee with administrative approval.

Training – an organized, planned, and evaluated activity designed to achieve specific learning objectives and enhance the job performance of personnel that may include classroom instruction, distance learning, on-the-job training, independent study, meetings, and conferences where proof of completion and attendance is required.

Training Operations Procedure Guide – outlines the procedures to follow when developing, conducting, providing, or requesting training.

IV. BUREAU DIRECTIVES:

A. General

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1. Training provided to YCC bureau staff may include classroom instruction and other recognized educational strategies. Employees are encouraged to continue their education. Credit may be given for verified prior training if approved by the training unit. The training curriculum is developed, evaluated, and updated based on an annual needs assessment that identifies current job related training needs. The training programs will include established goals, objectives, and requirements for course completion. Employees will receive training consistent with the needs of their respective job classification and pertinent to their work.
2. Key components in developing the training program include designing training for the specific needs of YCC and scheduling training in phases so that applicable standards, statutes and policies are met. All training programs are presented by persons who are qualified in the areas in which they conduct training. Persons conducting training must attend and successfully complete a basic or advanced instructor development course approved by the Department and complete all assignments required for the course (i.e. lesson plans, training plans, etc). Training programs will be delivered in professionally developed formats to provide employees with the skills necessary to function competently and deliver quality services. When new lesson plans are developed and when possible with existing lesson plans, pre- and post-instruction testing and skill-based competency testing will be incorporated to evaluate training effectiveness.
3. General program objectives for training will be:
 - a. To familiarize all employees with the Department's mission and facility/program mission, philosophy, and goals;
 - b. To instruct all employees in Department and bureau policies, procedures, and programs;
 - c. To provide current employees with improved skills in their specialties;
 - d. To convey new job skills to employees in all specialty areas; and,
 - e. To develop human relations skills to assist in establishing productive, meaningful, and professional relationships with Department staff, youth, and others.

B. Training Methods

The training unit, youth services division's training coordinator, and YCC bureau chief are responsible to plan and coordinate all training programs to conform with policy annually. The following training vehicles may be utilized:

1. Department training packages and programs;
2. Instructors and speakers from within YCC bureau;

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3. Subject matter specialists and outside resources (i.e., public safety officers, fire marshals, colleges, universities, and federal/state/local agencies);
4. Audio-visual and interactive computer-generated programs;
5. Approved reading materials;
6. Library and reference services are available to complement the training development program;
7. Adequate space and equipment is provided for training programs;
8. Centralized staff training facilities; and,
9. Training programs offered by, or with, other agencies.

C. Minimum Criteria

YCC will have an annual minimum training standard, which must meet the Department's minimum requirements outlined in [DOC 1.4.1, Staff Development and Training](#).

1. New Employee Orientation

Curricula will be determined by the youth services division training coordinator and YCC bureau chief and may be reviewed by the training unit and, at a minimum, should cover the following:

- a. security and safety procedures;
- b. youth supervision, including suicide precautions and signs of suicide risk;
- c. use of force (regulations and tactics) ;
- d. report writing;
- e. rules and regulations;
- f. rights and responsibilities of youth;
- g. fire, safety, and emergency preparedness procedures;
- h. key and tool control;
- i. interpersonal relations;
- j. social/cultural lifestyles of the youth;
- k. communication skills;
- l. First Aid, CPR, recognizing the need for emergency care/medical care; procedures for appropriate referral;
- m. blood/air borne pathogens and HIV-related information;
- n. hostage issues;

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- o. policies and procedures;
 - p. Prison Rape Elimination Act (PREA);
 - i. [DOC 1.3.14, Prison Rape Elimination Act](#)
 - ii. [DOC 1.3.12, Staff Association and Conduct with Offenders](#)
 - iii. [YCC 1.3.12, Staff Conduct with Current and Discharged Offenders](#)
 - iv. [DOC 3.3.3, Offender Grievance Program](#)
 - v. [YCC 60-12, Youth Grievance Procedures](#)
 - vi. Department zero tolerance stance
 - vii. Self protection methods
 - viii. Prevention and intervention
 - ix. Treatment and counseling
 - x. Reporting incidents
 - xi. Protection against retaliation
 - xii. Consequences of false allegations
 - q. signs and symptoms of mental illness ; and,
 - r. victims' issues and programs.
- These topics may be offered but not necessarily required of support staff having little youth contact.***

2. **Annual In-Service Training**

Annual in-service training will be coordinated by the youth services division training coordinator and the training unit, and will be scheduled, as much as possible, to minimize disruption to regular work schedules.

In-service training activity should be provided each year based on an assessment of staff and facility needs and may include, but is not limited to, the following subjects:

- a. job fundamentals including security procedures, use of force (regulations and continuum of tactics), report writing, interpersonal and communication relations;
- b. youth supervision, including suicide precautions and signs of suicide risk and sexual abuse and assault;
- c. rights and responsibilities of youth;
- d. medical, fire, safety, and emergency preparedness procedures;
- e. key and tool control;
- f. social/cultural lifestyles of the youth;
- g. YCC standard operating procedures;
- h. First Aid, CPR, recognizing the need for emergency care/medical care; procedures for appropriate referral (required only every two years);
- i. blood/air borne pathogens and HIV-related information;
- j. standards of conduct/ethics;

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- k. hostage issues; and,
- l. victims' issues and programs.

These topics may be offered but not necessarily required of support staff having little youth contact.

Juvenile parole officers should also receive training in the following areas:

- a. assessment tools;
- b. theories of human development;
- c. detecting and reporting physical, mental, and sexual abuse;
- d. gang dynamics;
- e. problem-solving guidance;
- f. division philosophy for handling troubled youth;
- g. supervision of youth;
- h. approved youth intervention approaches;
- i. interaction of elements within the juvenile justice system and the Youth Court Act; and
- j. transportation of youth.

3. **Required training for respective staff categories follow:**

a. **Support staff**

- i. Support staff with daily youth contact should receive 40 hours of orientation training and 40 hours of facility/program training annually thereafter.
- ii. Support staff with little youth contact - should receive 40 hours orientation and at least 16 hours annual refresher thereafter.

b. **Professional Specialists**

- i. Parole officers
Orientation - 40 hours for new staff, prior to assuming position duties.
In-service training – minimum 40 hours first year of hire; minimum 40 hours annually thereafter.
- ii. Deputy compact administrator, administrative officers, detention licensing specialist and YSD training coordinator
orientation - 40 hours for new staff, prior to assuming position duties.
- iii. At a minimum, full-time training personnel must have completed a 40 hour training for the trainers course.
In-service training - 40 hours first year of hire; 40 hours annually thereafter.

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- c. **Supervisors, administrative, and managerial staff should receive 80** hours training within their first year of supervisory duty and 40 hours annually thereafter, specific to the following areas:
 - i. general management and related subjects;
 - ii. labor law;
 - iii. employee/management relations;
 - iv. contemporary criminal justice issues;
 - v. juvenile justice issues;
 - vi. public relations; and,
 - vii. emergency procedures.
- d. **Part-time and contracted staff, interns, and volunteers**
 Orientation training for part-time and contracted staff, interns, and volunteers will be appropriate to their needs based upon experience, frequency of contact with youth or other service recipients, and program responsibility. Training will be coordinated by the youth services division's training coordinator, and the individual supervising the orientation, and should include, at a minimum, instruction in the following areas:
 - i. program mission and philosophy;
 - ii. basic security procedures relating to youth accountability, tools, keys, and contraband;
 - iii. ethical conduct;
 - iv. rules and discipline for youth;
 - v. specialty training similar to that available for full-time employees as outlined in this policy, but tailored to a reasonable expectation of goal accomplishment;
 - vi. hostage policy;
 - vii. emergency preparedness;
 - viii. confidentiality; and,
 - ix. will sign the Department's Code of Ethics form.

Note: Contracted personnel who hold full-time positions at a facility should meet the training requirements for support staff.

- e. **Correctional officers / juvenile care workers**
 In addition to the initial 40 hours of orientation, 120 hours of training will be required during their first year of employment and 40 hours of training each subsequent year. At a minimum, this training covers the following:
 - i. security procedures
 - ii. supervision of youth
 - iii. signs of suicide risks
 - iv. suicide precautions
 - v. use-of-force regulations and tactics
 - vi. report writing
 - vii. juvenile rules and regulations

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- viii. rights and responsibilities of youth
- ix. fire and emergency procedures
- x. safety procedures
- xi. key control
- xii. interpersonal relations
- xiii. social/cultural lifestyles of the juvenile population
- xiv. communication skills
- xv. First Aid/CPR
- xvi. counseling techniques signs of child abuse
- xvii. use-of-force regulations and restraint techniques
- xviii. social-cultural lifestyles of the juvenile population
- xix. crisis intervention
- xx. legal issues
- xxi. sexual harassment
- xxii. sexual abuse/assault intervention
- xxiii. code of ethics

D. Other Topics

1. **Computer Training:** Staff who are assigned or required to use a computer and cannot demonstrate basic computer literacy relative to the computer hardware and software in their work areas, must receive familiarization training offered or scheduled by the Department at the earliest opportunity.
2. Additional and/or advanced training may be required based on job requirements. This training may be by video or self-paced instruction using books, computer-based training, and/or classroom instruction.

E. Request for Authorization for Training or Education Leave

1. **Authorization**
 - a. In order to be authorized for training or educational leave outside the facility, the attached training request form must be completed according to the instructions. Refer to [YCC 1.4.1 \(A\), YSD Training Request Form](#).
 - b. Route the request form as follows:
 - i. Employee complete and sign;
 - ii. Supervisor sign, approve or disapprove, and date;
 - iii. Division administrator sign, approve or disapprove, and date;
 - iv. YSD training coordinator sign, approve or disapprove, and date;
 - v. Original remains with YSD training coordinator; and,
 - vi. Copies to: training bureau, supervisor, and requesting employee.

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2. **Reimbursement**

- a. If authorized for educational leave only, no reimbursement will be given.
- b. If educational leave and reimbursement authorized:
 - i. Payment in advance may be requested on a [YSD Training Request Form \[YCC 1.4.1 \(A\)\]](#). In this case, a [State of Montana Travel Expense Voucher \[YCC 1.4.1 \(B\)\]](#) must be completed following completion of the training. Requests must be submitted two weeks in advance of desired payment and a copy submitted to the accounting bureau. If you cannot access [YCC 1.4.1 \(A\)](#), the accounting bureau or training personnel will fax a hard copy.
 - ii. Reimbursement after training is completed requires completion of a [State of Montana Travel Expense Voucher \[YCC 1.4.1 \(B\)\]](#), which is to be obtained from the accounting bureau. Receipts are required for lodging but not for meals. Please refer to MOM, Vol 1 Ch 10300.

F. Training Records

1. Staff training records will be kept by the YSD training coordinator or designee in a secure file cabinet and/or on a computerized data base system using an appropriate accountability system. An individual training record will be established for each employee, which includes the following minimum information:
 - a. employee's name and ID number;
 - b. assignment category (i.e., correctional officer, support staff, part-time and contracted staff, interns and volunteers, supervisors, administrators, managerial and parole officers);
 - c. number of training hours per class and total per timeframe requested;
 - d. an up-to-date, chronological list of training successfully completed by the employee.
2. All training completed by Department staff will be reported to the YSD training coordinator or designee for filing and entry into the data base system. Submitted records will include the following:
 - a. name of staff member attending
 - b. number of hours of training
 - c. name of trainer conducting training
 - d. lesson plan outline/workshop agenda (if applicable).
3. Training records will be updated at least monthly by the YSD training coordinator or designee. Employees may review their training record at any time; employees

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with access to MINE may access their SABHRS training records at any time.
Access to training records by other individuals shall be limited to staff who have a legitimate "need" to access another employee's training records.

V. CLOSING:

Questions concerning this policy should be directed to the youth community corrections bureau chief.

VI. REFERENCES:

[*DOC 1.4.1 Staff Development and Training*](#)
[*YCC 1.1.1 Purpose, Mission and Management Philosophy*](#)

VII. ATTACHMENTS:

[YCC 1.4.1 \(A\)YSD Training Request Form](#)
[YCC 1.4.1 \(B\)State of Montana Travel Expense Voucher](#)